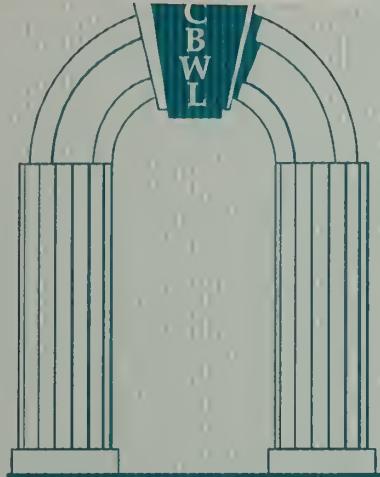


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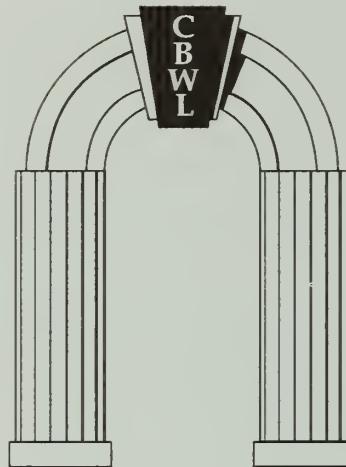
# CORPORATION FOR BUSINESS, WORK, AND LEARNING

## ✓ANNUAL REPORT FY98

GOVERNMENT DOCUMENTS  
COLLECTION

OCT 25 1999

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### **Workforce Services**

Center for Youth Development and  
Education  
Workforce Development Services

### **Business Assistance**

The Trust  
Manufacturing Services

## **Mission**

We provide services that promote business modernization, economic growth, and opportunities for gainful and fulfilling employment:

- We educate, train, and motivate individuals to maximize their productive potential in the workplace.
- We work in partnership with companies, entrepreneurs, and industry groups through finance and consulting services to improve competitiveness and to benefit the workforce.
- We design, test, and disseminate new approaches to manufacturing, business operations, program delivery, teaching, and learning to inform and influence the practices of industry, education, and government.



In January 1998 we presented our Second Annual Commitment to Economic Partnership Awards to honor the individuals and organizations who partner with us in our economic development mission. The awards—made from 1/2" acrylic and designed and created by Dan Renzi, an artist living and working in the Berkshires—were presented to:

#### **Commitment to the Economy**

John E. Renzi, President, Graphic Impact Signs, Inc.,  
Pittsfield

#### **Commitment to the Community**

Kennedy Die Castings, Inc., Worcester

#### **Commitment to the Workforce**

Rex-Cut Products, Inc., Fall River

#### **Commitment to Learning (Youth)**

Garry Francis, Boston

#### **Commitment to Learning (Adult)**

John Messier, Westboro

#### **Commitment to Modernization**

Greene Rubber Company, Inc., Woburn

#### **Kristie DePrete Commitment to Networking**

Northeast Business Environmental Network,  
Merrimack Valley

#### **Ann Wheeler Commitment to Youth Education and Development**

Representative Ellen Story

*Photographs by Ed MacKinnon*

# DEAR COLLEAGUE:

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It is my pleasure to present to you the fiscal year 1998 annual report of the Corporation for Business, Work, and Learning. CBWL has the unique and challenging mission of helping to build a strong workforce and a viable economy through the linkage of workforce development and business assistance services. This report highlights many of the significant accomplishments of our second year in operation.

These accomplishments would not have been possible without the guidance and support of our Board of Directors, seventeen individuals from private industry, education, and government, who volunteer their time and expertise on behalf of the public good. Through their leadership, we have executed a complicated merger of two different, but complementary, quasi-public corporations and have been able to effectively assume new responsibilities.

The diverse backgrounds and experience of our board members provides us with an invaluable range of perspectives and insights on issues related to our work. Wendell Knox, President of Abt Associates, is the Board Vice-Chairman and heads our Program Committee. His expertise in planning, research, and customer satisfaction measurement has helped CBWL develop a strategy for supporting our mission and assuring our work is effective. Elmer Bartels, Commissioner of the Massachusetts Rehabilitation Commission, has drawn on his 30 years of public and private sector management in his roles as Treasurer and Chairman of the Board's Finance Committee. Our longest serving board member, Commissioner Bartels

has helped us develop the organization's intricate fiscal system that manages several complex streams of funding from a wide range of sources.

Ed Colbert, Chairman of Data Instruments in Acton, and Margery Morehardt, CEO of Techni-Products in East Longmeadow, provide us with firsthand knowledge of the needs of the manufacturing community and what the public sector can do to help. John Gallup of the Springfield Chamber of Commerce and Joe Bevilacqua of the Merrimack Valley Chamber of Commerce, contribute lessons learned from their years addressing the needs of businesses. Isaac Colbert, Senior Associate Dean for Graduate Education at the Massachusetts Institute of Technology provides the perspective of an institution known worldwide for producing leaders in business and technology.

Carol Hillman, a principal in the Boston public relations firm, Hillman and Kersey, with over 30 years experience in public affairs management in the manufacturing sector, is a significant contributor to the efforts of the Program Committee and the Economic Stabilization Trust (The Trust) Board. Joseph Faherty, former President of the Massachusetts AFL/CIO, assures that the perspective of the worker is infused in all that we undertake. Dave Driscoll, Interim Commissioner of the Department of Education; Tom Chmura, VP for Economic Development at the University of Massachusetts; and Stanley Koplik, Chancellor of the Board of Higher Education provide from all levels of public education valuable insight into the

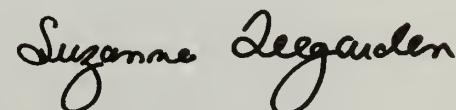
important linkage between workforce development, education and economic development.

Claire McIntire, Commissioner of the Department of Transitional Assistance provides guidance from the human services community. Normand Smith, of the Boston law firm, Perkins Smith & Cohen, and our newest member, Jane Long of Realty Resources in Fall River, understand the finance needs of business. CBWL's general counsel, Gerard Goldstein, from the Boston firm Goldstein and Manello, has also been a great asset to the organization; his extensive expertise in real estate and corporate law was especially beneficial to CBWL during the merger process.

Angelo Buonopane, Director of the state's Department of Labor and Workforce Development, and David Tibbets, Board Chairman and Director of the Department of Economic Development, provide critical input from the state Administration.

On behalf of CBWL, I want to extend a heartfelt thank you to all members for their tireless devotion to making our state a better place to work, get an education, and grow a business.

Sincerely,



Suzanne Teegarden  
President

# INTRODUCTION

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FY98 was a year of growth and challenge for the Corporation for Business, Work, and Learning. The creation of CBWL in FY96 represented a recognition by the Legislature and Administration of the interdependencies of workforce and workplace development. Massachusetts has been identified as a leader in developing systems that integrate the work done for individuals—in need of career development, reemployment or basic skills development—with the enhancement and strengthening of companies—through process improvement, sector-based joint efforts and financial assistance. We believe CBWL has played—and will continue to play—an essential role in these efforts.

CBWL has identified three major objectives for our work:

- Reshaping methods of education and training to assure greater opportunity for employability and lifetime income;
- Prototyping new methods of practice and innovation as a means of influencing larger delivery systems; and
- Implementing work through significant partnerships that bring together critical experiences and resources.

These objectives were met through work we undertook in FY98, such as incumbent worker training in collaboration with the Metro Southwest REB and the National Governors' Association Center for Best Practice; partnership with the state Department of Education and the AFL-CIO Roundtable in developing a demonstration program on integrating basic skills and occupational skills; as lead partner with the Executive Office of Transportation and Construction, the state Department of Labor and Workforce Development, and the AFL-CIO in the administration of a \$2 million grant targeting women and minorities for jobs in the transportation/construction industries; and through a National Institutes of Standards and Technology (NIST) grant that connects the activities of the Massachusetts School-to-Work office with CBWL's Center for Youth Development and Education and the Massachusetts Manufacturing Partnership (MMP).

This year CBWL expanded its Diploma Plus Program to a statewide initiative funded by the State Street Bank Foundation, the Stratford Foundation and the Boston Foundation. Diploma Plus is a school-to-work model for out-of-school and at-risk

youth which includes support services, remedial education, and college coursework. During FY98, the New England Suppliers Institute (NESI) created a version of its supply chain methodology to use with smaller companies, so that it can now be utilized within the MMP system of service delivery. In addition, NESI was selected by the Lean Aerospace Initiative—a consortium of the U.S. Air Force ManTech, MIT and aerospace industry prime contractors—to develop a pilot project in lean manufacturing.

During FY98 CBWL added administration of the new Welfare-to-Work initiative in Massachusetts to its role as administrator of the federal Job Training Partnership Act, Titles II and III, and the Trade/NAFTA program. These efforts account for approximately \$80 million of federal funds that flow into Massachusetts, for which CBWL accepts the responsibility of assuring that the monies are distributed and accounted for in accordance with a highly complex set of regulations and laws.

The Trust was reorganized during FY98 to provide staff services on a regional basis, increasing the geographic diversity of the loan portfolio.

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FY98 was also a year of many challenges for CBWL. Even as the Massachusetts economy continued its period of growth, there was a lot of what economists have come to call "churn"—plant closings and downsizings that resulted in the highest number of layoffs in Massachusetts since 1995. The general overall health of the Massachusetts economy triggered a significant drop in the level of federal dollars for dislocated workers coming into the state at the same time demand for these services increased. CBWL responded by providing more funds to the Regional Employment Boards (REBs), Service Delivery Areas (SDAs), and Career Centers for local programs, resulting in fewer resources for Rapid Response activities. The Trust was not successful in its recapitalization efforts this year, but the early repayment of several loans and the unexpected full recovery from a bad loan has provided sufficient capitol to allow The Trust to provide more loans (35) and loan dollars (\$5.1 million) to Massachusetts manufacturers than in any other year. MMP's structure of independent regional offices coordinated through a statewide office was jeopardized as federal expectations of state and private support were not achieved in FY98.

The year ended with many questions remaining about how the MMP program will continue and under what structure.

In spite of the challenges, CBWL made significant progress towards achieving our goals and objectives. Two of the measures important to assessing CBWL's work are impact and leverage. We seek to have impact by reaching a critical mass of companies and individuals needing assistance; we measure leverage as a means to track companies' and funding institutions' commitment to our programs and to enhance the impact of our resources and public investments.

In FY98, CBWL exceeded our goal of reaching 10% of the Commonwealth's manufacturing base, by serving 2630 companies (17% of the manufacturing base) with financial, technical and training services. As noted above, in spite of a lack of recapitalization, The Trust provided greater services than in any other year. Companies we worked with invested \$3 for every \$1 in public funds, exceeding our goal of \$1 for \$1 match. Our workforce training services were provided to 6984 individuals in 81 companies. For those who had barriers to employment (as a result of

dislocation, or being disadvantaged due to lack of skills or education) CBWL provided career development, training assistance and/or employment assistance to 52,515 youth and 13,370 adults. The Trade/NAFTA program, working in concert with the CBWL Rapid Response Team, accessed over \$6.1 million for training, as compared to prior years' average training support of \$1.8 million.

We believe the skills and abilities of the workforce are critical for the productivity of Massachusetts companies; productivity in the workplace is a critical component for ensuring job retention, opportunities for growth and expansion, and enhanced income potential. CBWL is proud of its work connecting the Commonwealth's workforce and workplace services. The following pages illustrate many of the important programs undertaken in FY98.

# WORKFORCE SERVICES

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Workforce development is essential to an individual's ability to obtain and sustain adequate employment and critical to a business's ability to remain viable. Increasing evidence shows that a worker's income is largely dependent on his/her education level. Likewise, the success of a business depends on the employees' skill level and ability to continue to learn new skills. As the global marketplace continues to expand, a business without a strategy and infrastructure to support continuous training of its workforce will find itself unable to compete. As ongoing skills training becomes more prevalent in the workplace, an employee who does not recognize the need for lifelong learning may face unemployment or have difficulty achieving a sustainable wage.

Effective workforce development requires a well-coordinated multifaceted approach. There must be systems in place to quickly reemploy laid-off workers. It is equally critical, however, to build the skill level of the employed worker and to help companies develop and invest in long-range internal training strategies. Efforts must also be made to identify and assist disadvantaged adults seeking entry to the workforce and to help young students realize the connection between their day-to-day studies and the world of work. Underpinning all of this, there must be

continuous efforts to build and improve upon the systems by which workforce development is implemented.

CBWL works with partner organizations to implement a complementary series of initiatives that addresses all of these important components of workforce development, including such work as retraining a laid-off worker from Osram Sylvania in Danvers for a new career; providing a low income, single parent from Lowell with the tools needed to enter into the job market; connecting a high school student from Dorchester with a career mentor from private industry; providing machinists from a small company in Pittsfield with the skills needed to operate new computerized equipment, or empowering front-line service delivery staff with the professional training and development needed to provide the best possible service. There are many different approaches, but they are all centered on enhancing the job and employment skills of current and future workers.

CBWL provides training and customized programming for individuals and companies unable to secure these services on their own. As the administrator of more than \$80 million in federal Job Training Partnership Act (JTPA), Trade, NAFTA, and Welfare-to-Work funds, we work to

ensure that these resources are used in the most fair and effective manner and in compliance with a complex set of rules and regulations. As a key player in the state's employed worker training initiatives—helping to shape, promote and implement these programs—we rely on our several years experience in cutting-edge, national pilot programs. As nationally recognized developers of programs to connect youth to the workforce, we help local school systems to deliver programs that make students more career-focused and help them realize the connection between their studies and the world of work.

CBWL undertakes this work through critical partnerships with many organizations, including the Mass Jobs Council, the Massachusetts Office of Business Development, the Department of Transitional Assistance, the Department of Labor and Workforce Development (DLWD), the Department of Employment and Training, REBs, SDAs, organized labor, and many other community-based organizations and economic development entities.

The following pages highlight CBWL's workforce development activities over the past fiscal year and the impact of this work on the Commonwealth.

# DISLOCATED WORKERS

Despite a record low unemployment rate, significant number of plant closings and major workforce reductions have hit many parts of the Commonwealth. Large layoffs occurred—including General Dynamics in Pittsfield, General Electric in Fitchburg, Osram Sylvania in Danvers, and Borden in Lowell—as well as numerous small layoffs. Fortunately, effective systems were in place to reduce the impact.

In collaboration with the Massachusetts Office of Business Development and the AFL/CIO, Rapid Response assisted in over 250 layoff situations in FY98. Through partnerships with REBs and SDAs across the state, substantive assistance was delivered to more than 10,250 workers in FY98. Of these workers, 47% enrolled in training programs and 75.7% secured new employment at 95% of their previous wage.

Key to this successful reemployment system were the early intervention services provided by CBWL's Rapid Response Team, which was called to respond to more layoff situations in FY98 than at any period since the early 1990s. As soon as a layoff or plant closing is announced, Rapid Response—working in collaboration with the local Career Center and Worker Assistance Center—begins paving the way for immediate, on-site assistance to workers. Often, Rapid Response is able to begin helping workers several months before their final day of employment.

The process begins by assessing each worker's skills. If assessments indicate workers have skills that

provide a reasonable chance of reemployment, the displaced employees are assisted with marketing their skills to potential employers. Workers receive help preparing resumes and cover letters and are coached on interviewing and job search skills. Job leads are also provided. If assessment reveals the need for retraining, the Rapid Response Team helps the worker choose a program suited to his/her ability and interest and referrals are made for assistance with the cost of training. This early intervention leads to a significant reduction in the amount of time a worker spends unemployed and, in some cases, helps workers secure a new job before ever collecting a single unemployment check.

Number of Dislocated Workers Served	10,250
Percentage Receiving Remedial and/or Occupational Training	47%
Percentage Reemployed	75.7%
Percentage of Previous Wage Retained	95%

Just as early intervention is important, ensuring the availability of adequate resources to deliver services is, of course, also critical. Federal dislocated worker funding is awarded at the start of each fiscal year based on a formula using the current unemployment rate. Therefore, it is quite possible for a series of unanticipated layoffs/plant closing to rapidly and prematurely deplete these funds. A limited amount of discretion-

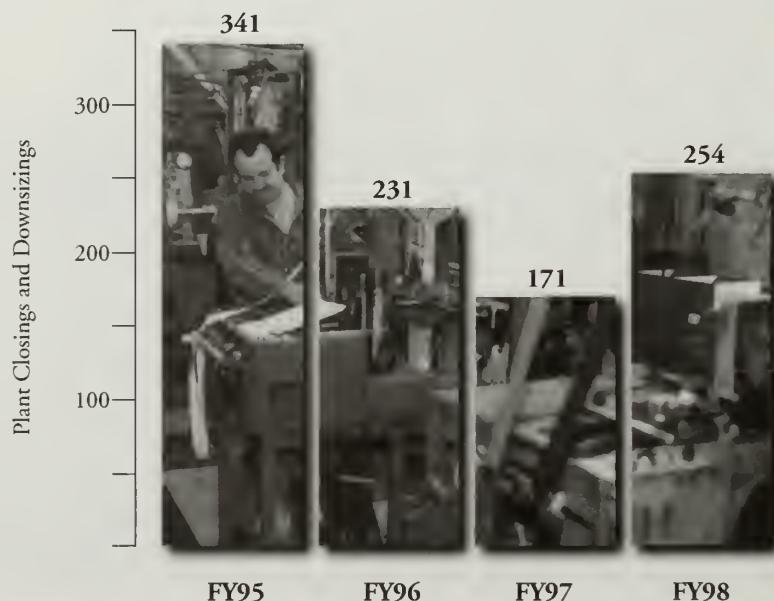
ary funding is set aside by the federal government for such situations but these funds can only be obtained through an extensive and competitive grant application process. Despite demand for these funds across the nation, CBWL was able to obtain nearly \$5.2 million in discretionary funding in FY98 to respond to unanticipated layoffs. This was in addition to the \$18.5 million provided through the formula at the start of the fiscal year.

Furthermore, during its first year of administering the two federal programs that provide retraining to workers laid-off as a result of foreign competition (the Trade and NAFTA programs) CBWL helped draw in another \$6.2 million by identifying and contacting eligible companies and aiding with the application process. The \$6.2 million received in FY98 is more than three times the average amount of funding received in previous years.

#### **FY98 FEDERAL DISCRETIONARY JOB TRAINING AND REEMPLOYMENT GRANTS LEVERAGED BY CBWL TO ADDRESS PLANT CLOSINGS**

<u>Company</u>	<u># of Employees Affected</u>	<u>Location</u>	<u>Federal Funds Leveraged</u>
Borden, Inc.	360	Lowell	\$1,363,000
Osram Sylvania	577	Danvers	\$1,129,000
General Dynamics	650	Pittsfield	\$2,700,000

#### **PLANT CLOSINGS AND DOWNSIZINGS WERE THE HIGHEST SINCE FY95**



## **ENTREPRENEURIAL TRAINING**

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In addition to offering job placement and retraining assistance, CBWL provides dislocated workers with an opportunity to start their own businesses and consulting practices. Workers who pass an initial screening test receive ten weeks of intensive training covering all aspects of starting a new business, including business plan writing, marketing, and accounting. Like individuals enrolled in skills training

programs, participants are allowed to receive unemployment compensation while enrolled in the program. The entrepreneurship program was begun by CBWL nine years ago in western Massachusetts and now includes sites in Amherst, Hyannis, Pittsfield, Quincy, Taunton, Wilmington and Worcester. Over 1300 successful businesses have been created,

including 150 in FY98. The businesses range from million dollar consulting practices to small catering operations. Some, such as Atlantic Coast Brewing Company in Charlestown, employ as many as 20 people. Atlantic Coast received special recognition this year when its flagship product, Tremont Ale, was selected "Best of Boston" by Boston Magazine.

## **DISADVANTAGED ADULTS**

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Not all unemployed adults are victims of plant closings and layoffs. Some have never been employed or have been unemployed for several years. These individuals have the potential to make significant contributions to the Commonwealth's employers. Through a combination of basic education, English as a Second Language, and job skills training, CBWL worked with the state's sixteen SDAs to help more than 3900 disadvantaged adults in their efforts to reconnect with the workforce and achieve greater self-sufficiency. Through the hard work of the front-line and managerial staff in the SDAs, a full 100% of participants in JTPA Title II

programs took an important step toward career development by enrolling in a skills or remedial training program. Nearly 50% had reentered the workforce by the close of the fiscal year.

Serving disadvantaged adults will be an increasing focus of our work over the next several years. In FY98, CBWL was chosen to administer the new federal Welfare-to-Work program, a three-year, \$20 million initiative aimed at moving welfare recipients off public assistance and into the workforce. This initiative, which is delivered locally through REBs and SDAs, provides support for employing welfare recipients who are facing the most severe

structural barriers to reemployment. A key component of the program is provision of support services and training after employment is secured to help individuals keep their jobs and eventually move up career ladders. The implementation plan for Massachusetts was completed by CBWL in close coordination with DLWD and the Department of Transitional Assistance, and approved by the federal Department of Labor in February of 1998. The program is now in the early stages of implementation. Success of the initiative hinges on a number of factors including strong cooperation from the local business community.

## EMPLOYED WORKER TRAINING

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The continuing shortage of skilled labor in Massachusetts has increased the demand for employed worker training among the state's business community. This training provides workers with valuable job skills and increased job security while providing companies with the skilled labor needed to remain competitive. For the past several years, CBWL has been experimenting with various approaches and models for employed worker training. The result is a seamless set of training services that helps companies identify short and long-term needs; establish internal systems; locate qualified providers; access grant funding to assist with costs; and measure the return on investment.

Working with over 80 companies, CBWL helped boost the skills of more than 7000 workers in FY98.

- A comprehensive training needs assessment was provided for Husky Injection Molding Systems in Pittsfield, leading to the development of a long-range training plan and a significant financial investment in training by the company.

- More than 150 workers at the Beth Israel Deaconess Medical Center in Boston were cross-trained to perform a variety of different functions within the health care facility, leading to a more efficient delivery of patient services.
- At Cliftex Corporation in New Bedford, 430 workers were trained in the operation of a state-of-the-art computerized inventory control system that will help the apparel company increase production.
- Hundreds of employees working at small supplier companies to Textron Defense Systems received training that will help the companies maintain and enhance their business relationship with Textron.

In addition to assisting individual companies, CBWL also steered resources towards proven "industry cluster" training programs that are successfully addressing labor shortages in the telecommunications and machine and tool industries.

Success in employed worker training and the ability to maximize use of limited public resources for it relies heavily on private matching funds. The \$1.4 million in employed worker grants provided in FY98 leveraged over \$2.8 million in private funds from firms benefiting from this type of assistance. This represents a 200% private match on each public dollar invested.



**STATE FUNDED EMPLOYED WORKER GRANTS PROVIDED BY CBWL IN FY98**

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<u>Company</u>	<u>City/Town/ Region</u>	<u>Grant Amount</u>	<u>Private Funds Leveraged</u>
<b>CENTRAL MASSACHUSETTS</b>			
3Com, Inc.	Marlborough	\$27,000	\$47,000
Hudson Lock, Inc.	Hudson	\$12,600	\$12,400
Opto-Electronics Industry	Central Massachusetts	\$50,000	\$75,000
Telecommunications Industry	Central Massachusetts	\$100,000	\$114,000
<b>GREATER BOSTON</b>			
Beth Israel Deaconess Medical Center	Boston	\$104,000	\$230,000
Charles River Publishing Company	Charlestown	\$42,000	\$168,000
Datacon, Inc.	Burlington	\$34,000	\$35,000
<b>NORTHEASTERN MASSACHUSETTS</b>			
C.I.L. Inc.	Lawrence	\$56,000	\$50,000
Cardinal Shoe Corporation	Lawrence	\$61,000	\$57,000
Dallos & Company, Inc.	Lawrence	\$59,000	\$52,000
Lawrence Pumps, Inc.	Lawrence	\$55,000	\$50,000
Machine and Tool Industry	Northeastern Massachusetts	\$58,000	\$58,000
<b>SOUTHEASTERN MASSACHUSETTS</b>			
Cliftex Corporation	New Bedford	\$36,000	\$36,000
Cumberland Engineering Company	South Attleboro	\$71,000	\$94,000
Jenson Manufacturing, Inc.	Fall River	\$35,000	\$96,000
Olin Aegis, Inc.	New Bedford	\$16,000	\$54,000
Quaker Fabric Corporation	Fall River	\$42,000	\$542,000
Rex-Cut, Inc.	Fall River	\$6,000	\$7,000
Titleist & Foot-Joy Worldwide, Inc.	Fairhaven	\$24,000	\$57,000
U.S. Assemblies New England, Inc.	Taunton	\$26,000	\$46,000
<b>WESTERN MASSACHUSETTS</b>			
Berkshire Wireless, Inc.	Lee	\$68,000	\$70,000
Commonwealth Sprague Capacitor, Inc.	North Adams	\$27,000	\$73,000
Husky Injection Molding, Inc.	Pittsfield	\$44,000	\$146,000
Pittsfield Mold & Tool, Inc.	Pittsfield	\$27,000	\$85,000
Production Tool & Grind	Orange	\$25,000	\$25,000
Propel Plastech, Inc.	Deerfield	\$34,000	\$43,000
Thomas & Betts, Inc.	Orange	\$34,000	\$34,000
Tri-State Precision, Inc.	Northfield	\$34,000	\$34,000
Western Mass. Precision Institute	Western Massachusetts	\$135,000	\$449,000

## YOUTH SERVICES

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While building a strong workforce requires focusing on the problems and needs of today's workers, it is also important to direct attention to the employees of tomorrow. Through a series of unique, innovative programs and partnerships with more than 50 school districts across Massachusetts, CBWL is helping to positively shape the future workforce by promoting career awareness and enhancing education in our public schools.

Through the Communities and Schools for Career Success (CS<sup>2</sup>) initiative, CBWL brings businesses such as WGBH, Bell Atlantic, Carney Hospital, and American Saw into the classroom. The representatives from business expose students to a variety of career opportunities and help identify the practical uses of their classroom studies.

During FY98, CS<sup>2</sup> reached nearly 40,000 students in 30 elementary, middle, and high schools in eight Massachusetts school districts. This program received national recognition when it was chosen as one of only ten programs in the country to receive the Promising and Effective Practices Network award (PEPNet) from the National Youth Employment Coalition and the U.S. Department of Labor. To achieve this recognition, the CS<sup>2</sup> program had to demonstrate effectiveness in management, youth development,

preparation of youth for jobs, and sound data evaluating results.

Through the Diploma Plus initiative, youth at risk get a second chance at earning their diploma, a jump start on a college education, and real work experience in a career pathway of their choice. Currently offered in Boston, Brockton, Springfield, Worcester, and the Cape and Islands, Diploma Plus made a difference in the lives of 228 young adults over the past fiscal year.

Through the federal- and state-funded youth summer jobs program administered by CBWL, a total of 12,278 kids from low-income families learned about the value and privilege of a job and the expectations employers have of their workers.

In CBWL's EcoServe program, students in Fall River worked on environmental improvement projects that enhanced quality of life in their community and served as teaching and learning laboratories.

Like most of the organization's other initiatives, CBWL's youth programming uses public dollars to leverage significant amounts of private funding. In FY98 CBWL's youth programming received \$550,000 in private grants from the DeWitt Wallace-Readers Digest, Boston, Cox, Stratford, and State Street Foundations as well as an additional \$146,000 grant from NIST.



## SYSTEM BUILDING

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Effective planning and adequate resources are important, but it takes a well trained front-line staff and program managers to make a strategy work. With over 15 years working in program administration and delivery of workforce development programs, CBWL has developed a nationally recognized expertise. As part of a continuous effort to improve delivery of services, CBWL shares this knowledge and experience with workforce development program field staff across Massachusetts; in FY98, more than 3,900 staff participated in group seminars and individual consultations. The wide range of training topics include assessing client skills and career interests, helping workers cope with the psychological effects of job loss, team building, and leveraging resources through interagency partnerships. Many trainers are professionally licensed social workers and psychology professionals. In some cases, these professionals deliver select short-term counseling services directly to clients through a referral process. Over 840 of these counseling sessions were held in FY98. Other resources, such as manuals and case studies, are also provided. In FY98 CBWL published *Community Connections*, a comprehensive resource guide for the

unemployed that includes information on health care, budgeting, fuel assistance, and several other community support systems. CBWL also completed and published *A Hand Up: Guide to Mentoring*, a detailed handbook useful for a broad range of workforce development programs including the welfare-to-work and school-to-work initiatives and on the job training programs.

The depth of CBWL's experience in staff training resulted in the organization's selection by the U.S. Department of Labor to take a leading role in staff training throughout DoL's Region I, which covers all six New England states. This new role with U.S. DoL includes publication of *New England Training Currents*, a quarterly newsletter that provides advice and information on resources for workforce development professionals.

In addition, CBWL conceptualized and helped form the Statewide Steering Committee for At-Risk and Out-of-School Youth, a group of more than 120 education professionals, business and community leaders, and elected officials. The committee has created an ongoing presence and advocacy mechanism for the needs of at-risk and out-of-school youth and has supported the development of local com-

munity infrastructures in Brockton, Springfield, New Bedford and western Massachusetts. Staff from the organization's youth programming also work to build and enhance school-to-work initiatives by providing technical assistance, program evaluation, staff training, and program development for several Massachusetts school districts.

Finally, CBWL is a core member of the Career Center Partnership (CCP). CCP is a team of key state and local workforce development organizations, under the leadership of DLWD, who are working together to build a more effective and accessible delivery system for employment and training programs. A network of One-Stop Career Centers will form the core of the new system. The goal is to link together the multiple programs that now exist—including those administered by CBWL—so that limited resources can be more effectively utilized and so that a broad range of customers can receive services tailored to their individual needs.

# BUSINESS ASSISTANCE

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The focus of CBWL's business assistance efforts has been on the manufacturing industry. Manufacturing is a key component of the Massachusetts economy, accounting for over 454,000 jobs and more than \$1 billion in annual state tax revenue. These jobs pay an average annual salary of \$40,000, which is 25% higher than the state average. When most people think of the manufacturing industry they envision large, international corporations, with thousands of employees and vast internal resources. But in Massachusetts, the typical manufacturer is not a corporate giant but rather a small firm employing a just few dozen workers. In fact, 88% of the state's manufacturers employ less than 50 workers, and nearly 60% employ less than 10 workers.

There is tremendous potential to be tapped within these small firms but this potential must be nurtured and fueled

with the right combination of expertise and resources. The demands created by standard day-to-day operations often prevent many companies from taking a step back to analyze problems and inefficiencies in their plant operations or in systems to train employees. Other companies recognize problems but lack the internal capabilities to develop and implement long-term, cost effective solutions.

Adequate financing is also a problem. Each year hundreds of small firms are forced to delay expansion plans and growth opportunities due to a lack of working capital. Other companies are forced to layoff key personnel or close their doors permanently. Periods of economic downturn, an unproven track record, and insufficient collateral are some of the barriers preventing firms from getting access to traditional bank financing.

As is the case in workforce development, CBWL uses a multifaceted, coordinated approach to help manufacturing companies overcome their barriers to a successful future. The approach may be helping a company redesign a more efficient plant layout or develop a marketing strategy for its products. It may involve partnering with a bank or local community development corporation to

quickly deliver working capital to a cash-strapped company. In some cases it entails helping small companies achieve economies of scale through the formation of a business network. At other times it involves providing seminars on cutting edge strategies and approaches in areas key to successful manufacturing operations. Often it is a combination of several or all of the above.

In total, CBWL assisted 17% of the over 15,000 manufacturing firms in Massachusetts over the past fiscal year. While there are still many struggling firms that need to be reached, manufacturing in Massachusetts is clearly on the rebound. Driven by strong output from the computer, electronics, and machinery industries, production is up by 8%, the largest percentage increase in nearly a decade. Over 6,600 new manufacturing jobs have been created and more are added every day. The following pages highlight CBWL's efforts to fuel this growth and to ensure the trend continues through the next century.

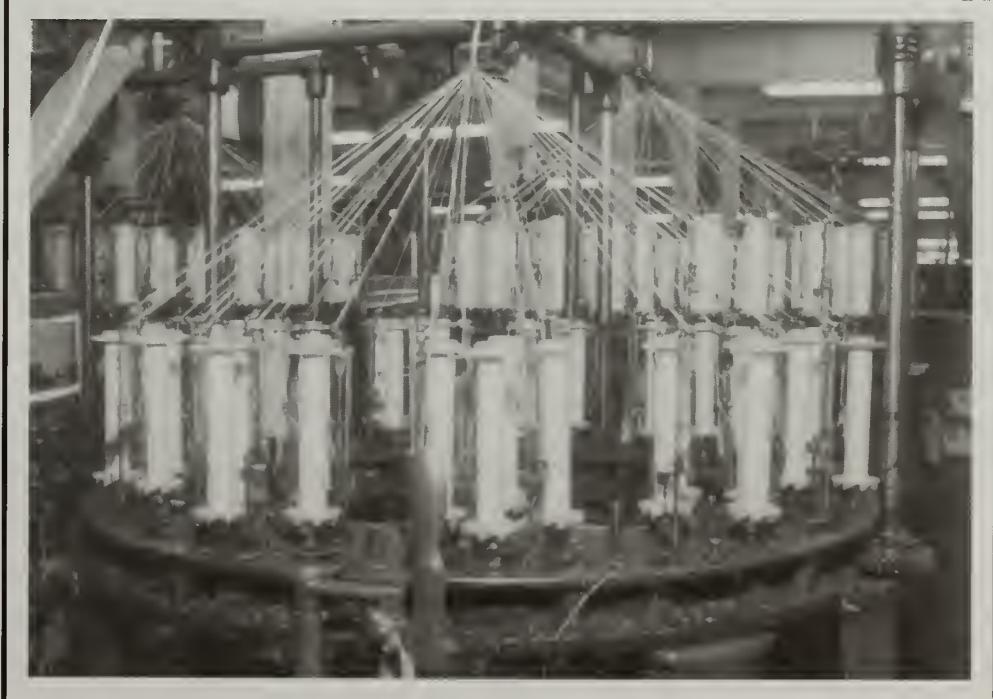


## TECHNICAL ASSISTANCE

Achieving and maintaining competitiveness in a global market requires continuous effort. Manufacturing firms are constantly racing to keep pace with the latest innovations in technology and approaches to manufacturing, but for many companies the demands of today make it extremely difficult to devote adequate attention to tomorrow. Fortunately, the manufacturers in Massachusetts have had an ally that helps them keep their competitive edge. For over four years, the Massachusetts Manufacturing Partnership has been assisting the manufacturing industry. Through a three way partnership consisting of the state and federal governments and private industry, MMP has delivered a wide-range of services that help companies operate *better, faster, cheaper, and cleaner*.

- By implementing MMP recommendations, Chelsea Clock Company in Chelsea drastically reduced the production time of its world-famous clocks while simultaneously cutting costs and increasing sales.
- Polymetallurgical Corporation in North Attleboro reduced scrap of high-value raw material in its production line from 6% to less than 1% in just eight months through the assistance of MMP.
- When Leyden House Limited in Leyden, MA followed MMP's recommendations on methods of improving the assembly process of its products, the company realized a 600% increase in sales and more than doubled its workforce from 3 to 7 employees.

Through five regional offices MMP completed over 350 in-depth projects for more than 250 companies. Another 1300 companies received quick, but substantive solutions to their problems. Like many of CBWL's initiatives, MMP leverages significant private investment. If one measures sales increases, cost savings, and company investments in process, products and employees, each public dollar invested in MMP leverages approximately four dollars in private investment.



## FINANCING

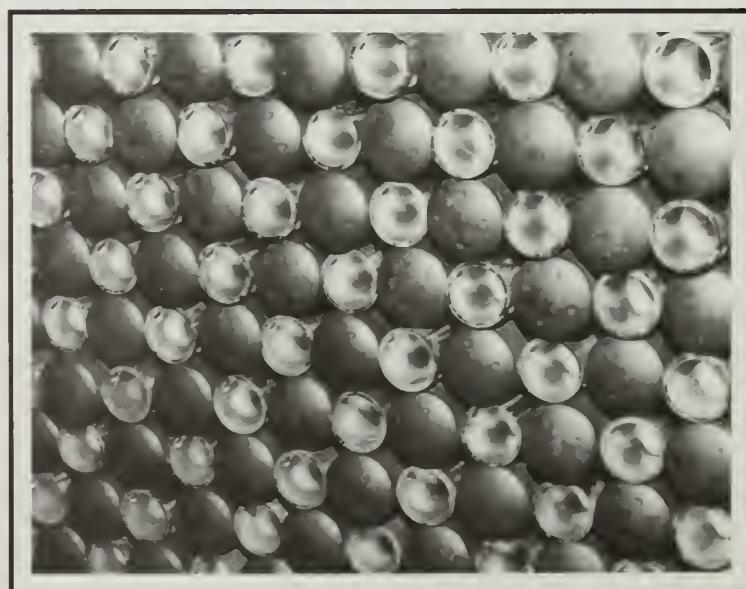
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Just as machinery in a factory needs a power source to keep running, manufacturers need a steady flow of working capital to remain viable. Whether it be for purchasing new equipment, expanding a product line, financing a new contract, or simply meeting operating expenses during rough times, access to sufficient working capital is vital to the survival of small businesses. But adequate financing is not always available in the private sector. In the absence of sufficient bank financing, many companies turn to CBWL's Economic Stabilization Trust to fill gaps left by private lenders. Through a combination of direct loans, loan guarantees, and lines of credit, The Trust helps companies stabilize, expand, leverage private funds and—perhaps most importantly—establish a permanent relationship with a traditional

lending institution. Financing assistance is often coupled with strategic management advice provided by seasoned loan consultants with decades of experience as owners or high-level managers of private companies.

- Nearly forty high paying manufacturing jobs were saved at AMF Technologies Inc., in Dorchester through a combination of loans and financial restructuring advice from the Trust.
- Financing provided to TracRac Inc., and Curtain Manufacturers Plus helped retain 75 jobs in Fall River, an area still experiencing a near double-digit unemployment rate.
- In North Adams, the Trust helped Intamar Logistics finance the materials and labor necessary for a successful completion of a multi-million dollar contract to make flight suits for the Air Force keeping 100 employed in an area hit hard by plant shutdowns and layoffs.

In total, 32 companies received more than \$5.8 million in financing from the Trust. Over \$10.1 million in private sector funds were leveraged through the Trust loans. This assistance helped preserve over 1,400 high paying manufacturing jobs.



**COMPANIES RECEIVING CBWL FINANCING DURING FY98**

<u>Company</u>	<u>City/Town</u>	<u>Loan Amount</u>
<b>CENTRAL MASSACHUSETTS</b>		
Camar Corporation	Worcester	\$70,000
Carter Little, Inc.	Boxborough	\$100,000
Da'Lan, Inc.	Shirley	\$165,000
Wheelchairs Unlimited, Inc.	Worcester	\$75,000
The Oceloid Company	Littleton	\$125,000
Clinical Instruments International, Inc.	Southbridge	\$90,000
<b>GREATER BOSTON</b>		
AMF Technologies, Inc.	Dorchester	\$372,500
Design Communications, Ltd.	South Boston	\$250,000
Elatec Technology Corp.	Wilmington	\$280,000
Jaffe & Associates, Inc.	Charlestown	\$100,000
R&E, Inc.	Boston	\$181,000
Randolph Engineering, Inc.	Randolph	\$400,000
Handsontoy, Inc.	Woburn	\$100,000
Polygon Corporation	South Boston	\$65,000
Goldman Kolber, Inc.	Norwood	\$100,000
Trouvailles, Inc.	Watertown	\$250,000
Santini Stone, LLC	Dorchester	\$150,000
Impressions Plus, Inc.	Quincy	\$150,000
Dakini, Inc. And Affiliate	Avon	\$200,000
Eagle Air Freight, Inc.	Chelsea	\$200,000
<b>NORTHEASTERN MASSACHUSETTS</b>		
Hill Engineering, Inc.	Topsfield	\$22,500
Chips, Inc.	Peabody	\$200,000
Analytical Management Systems, Inc.	North Andover	\$105,000
Lab Engineering & Manufacturing, Inc.	North Billerica	\$200,000
<b>SOUTHEASTERN MASSACHUSETTS</b>		
Blue Gold Holding, Inc.	New Bedford	\$220,000
Curtain Manufacturers Plus, Inc.	Fall River	\$187,500
TracRac, Inc.	Fall River	\$350,000
<b>WESTERN MASSACHUSETTS</b>		
A.G. Miller Company, Inc.	Springfield	\$100,000
Intamar Logistics, Inc.	North Adams	\$300,000
Micron Machine Tools, Inc.	West Springfield	\$50,000
Applied Fiberoptics, Inc.	Sturbridge	\$300,000
Springboard Technology Corp.	Springfield	\$350,000

In addition to using alternative financing and technical assistance to help stabilize employment, CBWL also promotes employee ownership as a viable method of retaining jobs. Often, a small business owner who wants to retire or sell his business has trouble finding either a successor within the family or a noncompetitive outside buyer that is willing to keep the company in business. Faced with this dilemma, some owners choose to liquidate assets and shut down operations, leaving employees out in the cold. CBWL offers another alternative. Through a combination of grants and consulting services CBWL can keep a company operational by helping owners create an Employee Stock

Ownership Plan (ESOP). A substantial amount of research indicates that ESOP's, when combined with management practices that allow employee input, increase business growth both in terms of sales increases and job creation. They are also useful in helping to motivate workers and retain key employees. If development of an ESOP is a potential for a company that is for sale or at risk of closing, CBWL can provide funds for an in-depth feasibility study and, if the feasibility study is positive, can help the company assemble appropriate professionals to design and finance the plan.

In addition to helping form ESOP's, CBWL also works to enhance existing ESOP's and

promote greater employee involvement through a series of specialized workshops and seminars. These are offered in conjunction with the New England ESOP Association.

A significant part of CBWL's work in employee ownership over the past year was the development of a successorship planning program that will be used to help business owners design and implement a strategy when retiring, selling or exiting their companies. In addition, over \$33,000 in ESOP feasibility studies were provided at the Borden Prince Pasta plant in Lowell, Koenig Nursing Home in Brighton, and the Springfield Telemarketing Group in Springfield.



## NETWORKING

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Getting competing manufacturing firms to collaborate isn't always easy, but it is a crucial part of building strong regional economies. CBWL has been at the forefront of fostering interfirm collaboration in the Commonwealth through its Bay State Manufacturing Networks program. A manufacturing network is a group of companies that work together in an effort to generate new business opportunities, reduce costs and increase overall competitiveness of each member company. Members share information, leverage resources, and conduct joint marketing and business ventures. Seventeen networks—representing over 860 companies—received support from CBWL in

FY98. Over \$630,000 in grants were awarded to new and established networks. Network firms contributed over \$500,000 in matching funds toward these grants.

In Central Massachusetts, seed money was provided to help form three new networks in the printing, metal working, environmental and plastics industries. In the Southeast, an established network of ocean technology firms received funds to help continue highly effective international marketing efforts. In Western Massachusetts, a group of over 50 software companies was awarded funds to help create

a regional employer task force charged with assessing and addressing the workforce needs of the industry. In the Northeast, an organization of 60 companies received funding to help members continue to reduce the environmental impact of their manufacturing processes.



## **MANUFACTURING NETWORKS RECEIVING CBWL FUNDING IN FY98**

<u>Network</u>	<u>Grant Amount</u>	<u>Private Matching Funds Leveraged</u>
<b><u>CENTRAL MASSACHUSETTS</u></b>		
North Central Massachusetts Plastics Council	\$25,000	\$10,000
Printing, Metal Working, Environmental, and Plastics Industry Networks	\$25,000	Non Applicable
Wood Products Manufacturers Association	\$14,000	Non Applicable
<b><u>GREATER BOSTON</u></b>		
Boston Area Semiconductor Equipment Council	\$60,000	\$60,000
Greater Boston Machine Shop Network	\$35,000	\$35,000
<b><u>NORTHEASTERN MASSACHUSETTS</u></b>		
Northeast Business Environmental Network	\$45,000	\$45,000
<b><u>SOUTHEASTERN MASSACHUSETTS</u></b>		
Attleboro Jewelry Network	\$35,000	\$35,000
Massachusetts Ocean Technology Network	\$70,000	\$70,000
Massachusetts Textile And Apparel Council	\$60,000	\$60,000
<b><u>STATEWIDE</u></b>		
Massachusetts Medical Device Industry Council	\$50,000	Non Applicable
Massachusetts Specialty Foods Association	\$40,000	\$40,000
<b><u>WESTERN MASSACHUSETTS</u></b>		
Greenfibers Network	\$10,000	\$5,000
Ludlow Machine Shop Alliance	\$25,000	\$10,000
National Tooling And Machining Association	\$40,000	\$40,000
Springfield Area Council For Excellence	\$40,000	\$40,000
Upcountry Agricultural & Artisans Network	\$30,000	\$25,000
Western Massachusetts Software Association	\$30,000	\$30,000

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Approaches and methodologies in manufacturing undergo constant change. As the global marketplace continues to expand and competitive pressures increase, manufacturing companies and their suppliers are continuously seeking ways to reduce costs and production cycle times while improving quality, flexibility, and responsiveness to customer needs. One widely recognized approach, known in industry circles as *lean manufacturing*, has been growing in popularity worldwide. As the proportion of purchased part content in manufactured products continues to grow, Supply Chain Management (SCM) is another industry practice that is rapidly growing in popularity with

manufacturers. Through SCM, a manufacturing company seeks to improve product quality, while reducing cost and cycle time by working more closely with the suppliers producing the parts used in the manufacture of the product. Companies lagging behind in the implementation of these practices increasingly find themselves at a competitive disadvantage. Through the New England Suppliers' Institute, CBWL provides manufacturing companies and their suppliers with a combination of seminars and consulting services aimed at fostering the implementation of lean manufacturing practices and Supply Chain Management.

Extrusion Technologies, Inc., in Randolph gained greater flexibility and reduced by 50% the amount of time it takes to produce and deliver a product to a customer by following principals of supply based management learned from NESI. Lemco Miller in Danvers achieved 98% on-time delivery to customers and Alphatron Manufacturing in Haverhill achieved .01 defects in its finished product through NESI's help.

Over 100 Massachusetts companies benefited from NESI services during FY98.



# REGIONAL INTEGRATION OF SERVICES

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## WESTERN MASSACHUSETTS STRATEGY

At its annual retreat in July, 1997, the CBWL Board of Directors discussed the importance of coordinating our work and services in western Massachusetts to assure the optimum delivery of services and to better inform the region's institutions, businesses and citizens of the wide array of these services. The Board identified the following issues:

- Western Massachusetts has distinct economic conditions and needs, including the distance from CBWL's main office in Boston and the perception that Boston-based organizations are sometimes out of touch with local conditions.

- CBWL should be an integral part of regional economic development activities, supportive of local partners trying to create coalitions for economic and workforce development.
- CBWL has strong program identity in Western Massachusetts (Rapid Response, CS<sup>2</sup>, The Trust), yet has little organizational identity.

As a result, in FY98 CBWL assigned a staff member to dedicate time to the role of Western Massachusetts Coordinator. CBWL is now an active participant in the economic and workforce development activities of the region, including the Pioneer

Valley Plan for Progress, regional education-business alliance meetings, the Governor's Jobs Task force for Berkshire County, REB meetings, and creation of a region-wide Employer's Task force that is working to identify common workforce needs and to establish mechanisms to meet them. Because of this successful implementation, the CBWL Board has asked the organization to explore expanding these strategies to other regions in the Commonwealth.



## **SUMMARY OF CBWL ACTIVITY IN WESTERN MASSACHUSETTS DURING FY98**

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- Six Trust loans totaling \$1,240,000, leveraging \$2,300,000 and helping to retain 267 jobs.
- Ten Employed Worker Collaborative grants totaling \$445,370 and leveraging \$935,591 in private resources.
- Six Bay State Manufacturing Networks Grants totaling \$175,000, leveraging \$150,000 in private resources, and serving 188 individual companies. In addition, the networks program is supporting an Employers Task Force. The task force is comprised of companies within several existing networks, other area employers, and western Massachusetts REBs/SDAs. Its mission is to improve the workforce training systems in the region by more closely linking training to existing openings within network member companies.
- Seventy-three MMP Projects at 63 companies. Projects resulted in sales increases totaling \$1,367,175; costs savings totaling \$53,100; the creation of 91 jobs; and the retention of 35 jobs.
- CS<sup>2</sup> program offered in four schools in Springfield and four schools in the Amherst/Northampton School district. Over 300 employers participate in providing a range of career development experiences for more than 5,000 students.
- Diploma Plus offered at three sites in Springfield.
- Rapid Response services provided in 25 layoff situations affecting 2,676 employees.
- Entrepreneurial training offered in Berkshire County and the Pioneer Valley. A total of 124 people received training through these programs. To date, 60 graduates have started new businesses, 15 have accepted new employment and the remaining graduates are still receiving assistance from the programs.



# CONCLUSION

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We begin our third year as the Corporation for Business, Work, and Learning reflecting on the past, and looking ahead to new challenges as well as new opportunities. The Massachusetts economy remains strong, but there are still some individuals and regions that face economic insecurity. Despite a historically low unemployment rate, we are facing as many plant closings and layoffs as during the worst of the recession.

The next year brings a new federal workforce development bill as well as exciting new state legislation on employed worker training. All of these factors are among the influences that will shape our work over the next several years.

FY98 was not an easy year. Changes in programs, funding, and staffing affected all of us. But our mission to help build a strong workforce

and a viable economy continues. We are committed to the Commonwealth's programs to help workers, unemployed adults, youth, businesses, and regions become more successful and to work to promote a secure economic future for all the citizens of Massachusetts.



# WORKFORCE SERVICES PROGRAMS FY98

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**The Center for Youth Development and Education:** CYDE works at the state and local levels to improve education and career development systems for young people. Its mission is to help build broad-based state and community partnerships to promote successful transitions from youth to adulthood. To achieve this, CYDE develops and manages projects that demonstrate promising practices and provides training, technical assistance, manuals, and other written materials for schools and school departments, post-secondary institutions, community organizations, and state agencies. Contact: Ephraim Weisstein.

**Massachusetts Rapid Response Team:** The Rapid Response Team, CBWL's state designated dislocated worker unit, provides employment and training services to companies and their workers in cases of mass layoffs or closings. The Team works with companies and unions to design appropriate plans and then deliver on-site services. In cases of large layoffs, dedicated outplacement/training centers are established, tailored to the needs of the affected workforce. These centers are competitively bid and, therefore, have a variety of operators, including private for-profit firms. The Team also refers laid-off workers to Worker Assistance Centers (WACs) or One-Stop Career Centers. CBWL is responsible for the funding, oversight, and technical assistance of a network of WACs throughout the Commonwealth. Contact: Ken Messina.

**Employed Worker Collaborative:** EWC offers companies, either individually or by groups, technical and financial assistance to meet their training needs. EWC focuses on both skill shortages and the mismatch of employees' skills with those competencies that have been identified as being necessary to advance a company's productivity. As part of its overall effort, EWC is committed to brokering resources that are specific to industry, company, and/or worker assessment, as well as to providing technical assistance designed to add value to a company through training and organizational development. EWC's assistance can include: help in identifying and locating appropriate, qualified training vendors; providing financial and other assistance that will make the training happen; and working with companies to monitor and measure the impact of the program on business. Contact: Ro-Adrienne Davidson.

**Entrepreneurial Group:** The Entrepreneurial Group funds and operates entrepreneurial training programs in three locations and funds an additional four programs across the state. Each program is designed to help clients, who have serious barriers to employment, start their own businesses or consulting practices. Contact: Peter Radzinski.

**Workplace Learning Group:** This CBWL service provides consulting, particularly to small and medium-sized businesses, to help them (a) develop an overall plan for workforce development tied tightly to their strategic objectives, (b) identify appropriate training providers to implement that plan, and (c) ensure the quality of the training provided. Currently, the Workplace Learning Group is operating several large-scale incumbent worker training programs funded by USDoL, including programs at Textron, many of Textron's major suppliers, Malden Mills, and M/A-COM. As part of this group, the High Performance Skills Workshops program provides a broad range of workshops that develop the skills of front-line employees, team leaders, supervisors, technicians, engineers, and managers. Contact: Weezy Waldstein

**The Institute for Workforce Innovation:** The Institute provides training and organizational development products and services to individual professionals, organizations, and systems within the workforce development and human services fields. The goal of this work is to enable administrators and program staff to work most effectively with each other and their customers. Specifically, the Institute provides customized workshops, consulting services, network building, and conferences and events designed to promote information and resource sharing. As a member of a nationwide network of capacity builders, the Institute is also a capacity-building arm of the Department of Labor, Employment and Training Administration, Region 1. Contact: Lea Cabeen.

**New Perspectives:** New Perspectives is comprised of consultants in performance psychology who have served thousands of employed and dislocated workers throughout Massachusetts. The major components of their services are (1) training services (stress management, managing transitions, etc.) (2) psychological services (solution -focused brief therapy, assessment and referral, etc.) (3) managerial and staff consultation services. New Perspectives helps to eliminate serious barriers to reemployment in the dislocated worker system as well as for disadvantaged populations by working with managers, front-line staff and their clients and assisting both individuals and groups with personal and professional development. Contact: Liz Sinicropi-Klein.

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**Career Development Services:** CDS promotes quality in training and employment programming for unemployed adults in the Commonwealth. It researches national best practice program models for statewide dissemination, designs and operates pilot projects demonstrating innovative service delivery, and offers on-site technical assistance to local planning, oversight, and operating entities. CDS currently provides support for federally funded JTPA and Welfare-to-Work programs and is implementing demonstration programs for the Beth Israel Deaconess Medical Center and the Massachusetts Department of Transportation and Construction. Contact: Eleni Papadakis

## **BUSINESS ASSISTANCE PROGRAMS FY98**

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**The Trust:** The Trust provides financial consulting, working capital, contract lines of credit, and equipment loans and guarantees to small and medium-sized manufacturing firms. Originally created to help mature industries adjust to contemporary manufacturing trends, its mission has expanded to providing gap financing to high-value-added firms that have been impacted by economic change, including turnarounds, implementing employee ownership, defense diversification, and rapid growth. The loan fund has a capital base of approximately \$11 million, which is a combination of direct appropriations from the Commonwealth and grants from the Economic Development Administration of the U.S. Department of Commerce. Contact: Bob Baker.

**Massachusetts Manufacturing Partnership\*:** MMP works to improve the competitiveness of the smaller manufacturers in the Commonwealth. To achieve this, MMP designs cost-effective, practical solutions that yield bottom-line results for both the companies and for the economy of Massachusetts. The Partnership develops projects that increase quality, streamline processes, strengthen employee performance, and enhance products to enable companies to operate better, faster, cheaper, and cleaner. These services are delivered locally through MMP's five regional offices across the state. A manufacturing service of CBWL, MMP is in partnership with CBWL, the Commonwealth of Massachusetts through the Department of Economic Development, the U.S. Department of Commerce's National Institute of Standards and Technology (NIST), and the manufacturers of Massachusetts. Contact: Fred Ritzau.

**Bay State Manufacturing Networks\*:** This CBWL service acts as a catalyst to groups of companies seeking to improve their competitiveness through the formation of industry networks. Bay State Networks currently works with over 30 industry groups involving 1,000+ small and medium-sized companies that employ over 80,000 people, including the Berkshire Plastics Network, Western Mass. Tooling and Machining, Western Massachusetts Software Association, MassTAC, and the Massachusetts Ocean Technology Network. Contact: Jack McCann.

**New England Suppliers Institute:** NESI works with New England manufacturers and their suppliers seeking to strengthen and improve supplier practices. This work includes improving customer-supplier relations and communications and helping suppliers meet their customers' requirements. Services are delivered to companies throughout New England and include supply chain management and lean manufacturing workshops and implementation projects. Contact: Sherry Gordon.

**Employee Ownership and Involvement Program:** The Employee Ownership and Involvement Program has a legislative mandate to encourage and support the development of employee-owned businesses and to promote worker participation. It provides technical assistance to owners and worker groups exploring the advantages of employee ownership, serves as staff to the New England ESOP Association, and has developed a program to provide consulting services to small and medium-sized businesses on succession planning. Contact: June Sekera.

\* Effective FY99, the Massachusetts Manufacturing Partnership and Bay State Manufacturing Networks have moved to the Massachusetts Office of Business Development.

# **CBWL BOARD OF DIRECTORS FY98**

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